



# Faculty Senate

The Faculty Senate will meet on Friday, January 15, 2021, at 2:00pm  
via WebEx

## **AGENDA**

1. Call to order
2. Approval of the minutes of the meeting held on December 11, 2020
3. UPDATE: Operational/Financial Planning (Thomas J. LeBlanc, President)
4. REPORT: Annual Report on Research<sup>1</sup> (Brian Blake, Provost)
5. UPDATE: Future Enrollment Planning Work Group activity (Jamie Cohen-Cole, Future Enrollment Planning Work Group member)
6. GENERAL BUSINESS
  - a) Nominations for membership to Senate standing committees
  - b) Reports of Senate standing committees (attached)
    - Libraries Committee
  - c) Report of the Executive Committee: Professor Arthur Wilson, Chair
  - d) Provost's Remarks
  - e) Chair's Remarks
9. Brief Statements and Questions
10. Adjournment

**Elizabeth A. Amundson**  
**Secretary**

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<sup>1</sup> This report represents the annual report presented to the Senate on sponsored research at GW and will not focus on an assessment of the research pod structure; that assessment will be forthcoming at a future meeting from the Senate Research Committee.



## Senate Committee on Libraries

Interim Report

Academic Year 2020/21

7 January 2021

### Committee members:

[Harald Griesshammer](#), Chair (CCAS, Senate member); Ellen Kurtzman, Faculty Senate Executive Committee Liaison (SON, Senate member); Nicole Cennamo (GWSA, non-voting, ex officio); Holly Dugan (CCAS); Daina Eglitis (CCAS); Asefeh Faraz (SON); Cynthia Gayton (SEAS); Geneva Henry (Dean of Libraries, non-voting, ex officio); Anne Linton (Himmelfarb Library, non-voting, ex officio); Scott Pagel (Law Library, non-voting, ex officio); Cassandra Riedy (GSEHD); Ken Rodriguez (LAW, non-voting, ex officio); David Scalzitti (SMHS); Rhonda Schwindt (SON); Andrew Smith (CCAS); Marinella Temprosa (GWSPH); Kathleen Thoma (SMHS); Max van Balgooy (CCAS); Jason Zara (SEAS)

### Meetings

19 May (constituting meeting, new chair), 26 June, 27 July, 21 September, 18 December 2020, all via webex. Additional discussions of the chair and some members with the ex-officio members as well as GW leadership during the Summer. The chair also attends the Council of Librarians meetings.

### Summary

The committee coordinates with the Senate's Educational Policy & Technology Committee, focusing on the technological aspects of online instruction, academic technologies, help with course design, moving courses online etc.

The committee saw its primary task so far in supporting GW's online teaching and research during COVID.

The committee pressed GW leadership for emergency approval of additional Librarian and Staff positions. The Faculty Senate approved the committee's "Resolution on the Immediate Need to Fill Positions in the Deanery of Libraries and Academic Innovations" with amendments on 20 May (Senate Resolution 21/5); see appendix. Most of the position requests were subsequently granted, but some qualified candidates had already moved on.

The committee expresses its deep gratitude by the dedication of Librarians and staff at the Deanery of Libraries and Academic Innovations (LAI) and the GW Libraries who work tirelessly to help faculty and staff in GW's online semesters, both in education and research. It is a testament to Librarian and staff dedication to GW that they conduct their work well beyond their duties even as administration threatened their positions.

The committee vigorously advised against effectively breaking up LAI by removing Academic Technologies and Classroom Technologies and transferring it to the CFO's responsibilities. This disrupts essential Librarian and staff work at a critical time with layoffs and restructuring. The online training sessions and new research database efforts prove highly effective. Zoom is being integrated. Blackboard Collaborate Ultra storage space of recordings must be reduced.

The committee has joined the formation of a sub-committee, initiated by the Senate's Educational Policy & Technology committee, to oversee the transition and restructuring of AI/IT.

The committee endorsed a resolution by the Senate's Educational Policy & Technology committee on GW Course Intellectual Property and Digital Recording, passed by the Senate (21/9).

The committee notes the importance to preserve positions. Decisions about collections and subscriptions are data-driven. More than ever, the pandemic has demonstrated that qualified and dedicated Librarians and staff constitute the high value of LAI for faculty and students.

A persistent problem is the physical infrastructure of GW libraries: humidity, mold and space. The committee hopes to have some breathing space to address these going forward.

### **Minutes of meetings appended**

Harald W. Griesshammer, Chair

**GW Faculty Senate Library Committee Meeting  
December 18, 2020; 12:30 pm ET, via WebEx**

**Attendees:** Harald Griesshammer, Jason Zara, Jared Johnson, Andrew Smith, Anne Linton, David Scalzitti, Elizabeth Gonzalez, Geneva Henry, Scott Pagel, Rhonda Schwindt, Kathleen Thoma, Ken Rodriguez, and Holly Dugan

**Harald Griesshammer, Chair, called the meeting to order at 12:35 pm.**

**Minutes of the previous meeting were approved.**

Geneva Henry, Dean of Libraries and Academic Innovation, presented a brief, retrospective analysis of what went well in the fall and what needs improvement in anticipation of the spring semester.

1. What went well:
  - A. Instructional Resources
    - LAI continued to offer mini-workshops and consultations with faculty, emphasizing teaching enhancement;
    - demand for and virtual attendance of these workshops remains strong;
    - Instruction design team produced a number of shorter video formats (10 minutes videos, quick tips and tricks) and will continue to build these resources.
  - B. Concierge teams assigned to individual departments
    - These teams worked with departments updating them about resources.
    - They also functioned as liaisons for communicating unique needs or request for extra help
  - C. Librarians embedded in instructions; this worked very well in virtual platforms
  - D. Virtual course materials
    - LAI encouraged faculty to adopt open educational materials whenever possible for equity and access
    - LAI worked with faculty who wished to use copyrighted materials in their courses (including film)
  - E. Faculty zoom account roll out
    - Faculty requested this and it went well (more information in the appendix)
  - F. Students

Our virtual tutoring and study sessions were well attended. LAI leveraged students to run these, including hiring students in different time zones to make use of those resources in Europe and Asia.

Students also participated in many virtual consultations with librarians and made use of digital resources. Those on campus made reservations to study in Gelman. We also worked to accommodate the needs of DSS students who use libraries for assistive technologies

#### G. Research

LAI is ensuring access to research and loaning materials by leveraging WRLC resources. There was progress with making our digital materials accessible, and we are now FedExing print resources when available, and we implemented a grab and go system for print materials. This has been tremendously successful, so much so we're wondering if we should move to a closed stacks model. Gradually consortium loaning is back up to speed fully; it started slow (not all of the libraries are at full operation like ours) and LAI has been able to find digital versions of print resources in many ways. We have been able to support faculty working with data in all sorts of forms; and we continued with virtual research consultation and to work toward digitizing our special collections to support researcher needs. The good news is that these digitized materials are now available long term for researchers. We have also been providing support for the naming committees (using university archives).

## 2. Areas to improve:

### A. Blackboard storage issues.

The increase in faculty storing videos in blackboard increased the cost; the university received a large bill late in the semester due to this increased use. We may need to educate faculty on how and where to store recorded lectures (echo 360 or youtube). It costs a tremendous amount to store classroom videos directly in blackboard

### B. Instructional Design Team

The bandwidth of our instructional designer team is depleted. We're trying to encourage the creation of shorter, pre-recorded materials to help faculty who need "just-in-time" help. We don't have enough faculty designers right now to meet faculty demand. The good news is that faculty now realize that this incredible team is available to them; the designers are in high demand.

### C. Exam Proctoring:

The university is working with Respondus, which gave us access to the platform at an affordable rate. We have heard from faculty that they want more and different options. There is a challenge: how to find a platform that meet everyone's need that is also affordability. Some platforms charge by exam and we have no control over how faculty schedule their exams (and the frequency) of them.

This may involve encouraging faculty to think differently about student assignments: Jason (Torres, Director of Strategic Digital Learning Initiatives) is at the intersection of

multimedia and pedagogy and he is working with faculty to use multimedia in their assignments.

LAI also launched the Create Digital studio this fall. It's sparse now but some faculty have used it already to create videos for courses (example from dance. We've held workshops about it with good attendance but we want to increase visibility for this space.

D. Technology integration

We are looking at technology to overcome some issues with integrating learning management and communication platforms; there are some new technologies that we are in discussion with now with vendors. (Example: free trial soon with Engagely). Gaetano Lotrecchiano is leading that effort and we will keep you updated.

E. Improvements needed for UG studies:

Our top text books program is very popular, which keeps the most popular (and expensive) textbooks on reserve. The publishers have now made it impossible to loan these textbooks digitally. We're trying to figure out how to work around this; we can, for instance, digitize a chapter of a time for students.

Off-campus students also want access to Gelman to use a study space. Since they're not in the on-campus cohort, they're not going through the on-campus protocols and we can't let them into the building. There are discussions about whether or not they can opt-in to the protocols so that they can use the facilities (Gelman, Lerner Health and Wellness).

F. Research:

We are putting links to digital versions of our resources through internet archives. We're working through the process of how to do this in the best way. For example, should we create a new record or embed a link? There are cost concerns; Ex-libris charges per catalogue record.

Scott asked whether Gelman has made use of the "emergency one-time access" for students who are not in the cohort – law students have made arrangements with UPD to let off-campus students in that way to make use of the library's casebook reserve collection.

Geneva explained that there are some differences since off-campus students mostly want to use the space to study or to access special collections.

Scott clarified that this might help with the issue of the popular textbooks. Geneva said she'd explore that option, but noted that it may create some issues since the vast majority of students are not on campus, raising issues of inequity.

Geneva invited Scott Pagel and Anne Linton to provide brief updates about Burns Law Library and Himmelfarb Health Sciences Library.

Scott Pagel reported on Burns Law Library:

He noted that the law library is doing much the same thing in terms of helping faculty with online teaching. The law school employs 200-300 new adjuncts each semester; they're currently trying to get adjunct faculty ready to use zoom. He noted that they don't have the same storage problems because they store internally. Their LMS is mylaw, which creates an interface with blackboard and canvas.

He noted however that the financial mitigation efforts by the law school impacted the library: **As part of the mitigation effort by the law school, the law library has permanently lost 5 positions; 3 staff also have been furloughed for 6 months; and 3 staff members have had their hours reduced by 20%.**

Anne Linton reported on Himmelfarb Health Sciences Library:

Himmelfarb utilized many of the same strategies reported above. She noted that Himmelfarb has also been greatly impacted by the financial mitigation efforts. Here, the cuts impacted the serial collection. During the first round, **cuts were made to subscriptions in the fields of clinical and public health but now they're impacting the collections that support research.** It will be pretty upsetting to researchers.

Geneva reported that the financial mitigation strategies impacted Gelman in different ways. There were no layoffs or furloughs but the shift to shared services in facilities, events, and communications means that the staff have had to absorb many of these tasks. Staff now handles manning the loading dock. There are also humidity issues; and librarians are taking turns to empty large trashcans of water from dehumidification process. Events also moved to a shared-services model; it is very difficult to organize workshops. She noted that the shift of academic technologies was also very difficult for LAI.

Geneva then took questions from the committee about how to address the staff cuts, zoom-integration into Blackboard, and storage issues.

Harald emphasized the need to educate faculty about the storage issues regarding blackboard, including researching whether there's an intuitive way to do this that will help the less-technology savvy faculty members participate.

Harald asked if hiring more Instructional Designers would help? Geneva said yes.

There was a discussion about campus access for off-campus students, especially as part of diversity, equity, and inclusion issues. Geneva noted the challenge of the twice-weekly protocols but Harald noted that perhaps it would help to see how many students are impacted by this.

There was a discussion about AI systems for proctoring exams; many faculty noted that the platforms are expensive and don't work well. Jared noted that many of the systems don't work well on google chromebooks, which raised the point that without student equitable access to technology these issues will continue. We can identify great solutions but if the students don't have access to the technology they won't work. Jason noted that this could also dovetail with instructional design: what kinds of assessments don't require proctoring?

Holly thanked Geneva for the LAI's help with humanities research, noting an increase in access to books via the ILL chapter availability function and librarians' willingness to explore temporary solutions (like trial subscriptions to Oxford University Press Scholarship online). This has been a help for humanities research.

Harald noted that planning will start soon for post-covid research. We'll talk about this more in spring.

Harald invited Jared Johnson, Chief Technology Officer and Associate Vice President of Academic Technology and Customer Experience, to speak to the committee on the restructuring. The slides from his presentation are included in the appendix.

Jared: My presentation is about the organization and support options. But I did want to review the lessons learned from fall and spring.

-For fall: there was a large effort over the summer for preparing the classrooms for hybrid technology (cameras and microphones). As Geneva can attest, we ran into major issues in getting equipment. So we were working on some hard timelines for summer up until the decision to go virtual. That provided some relief; that effort stalled as we shifted our approach. But once we were into the semester we renewed the procurement effort. The installation effort has continued (at a slower pace with a September 2021 deadline). We're using GW labor so that means it's proceeding more slowly but it is also more affordable.

We've consulted with other provosts (Boston U, George Mason) about in person learning. They performed the technology installation; some ramped up support (student technology assistance). We're hearing that teaching in the classroom with simultaneous virtual learning is very difficult. Some include more students to help with collaborative technologies. We'll continue to look for those ideas and how to apply them.

We prepared additional virtual computing resources. Prior to Covid, we had computing resources in the business school, public health, and CCAS. Over the summer, we were able to increase virtual labs (for SEAS) and with LAI to create general purpose virtual

computing labs. These web-based platforms help with access. We've seen an uptick in use by students. We've created a specific way for students in countries with internet monitoring to use them; that hasn't been used as much but it would have been impossible to know before this semester.

We worked on making labs accessible via remote desktop technologies. These are specific to course needs.

We completed work with the Provost and Registrar's office to walk through the in-person classroom needs for spring. There are very few classes in person (most are in SON or MFA). We have located them in spaces that we feel are safe.

The Search for the Chief Technology Officer search has begun.

Slides:

1. Technology update: licensed zoom accounts

This occurred on a rolling basis because so many faculty had personal accounts with university email accounts. A key difference between zoom and webex is that zoom is solely web meetings. We're not paying the extra fee for phone numbers. That's another level of account cost; so far we haven't heard negative feedback on this. Each zoom account gets .5 gig of storage that gets used up quickly. But when you add the cumulative accounts, combined with 3tb of storage, it helps. But we still have storage issues. Some faculty have been recording zoom meetings and this is not unlike the blackboard issues regarding storage. Echo 360 is our enterprise platform and they do have integrations with Zoom, which should allow for a seamless transition (it does require some different work flows). We'll have to partner with LAI Instructional core in order to roll that out. That should lessen the storage needs. GW Law models this well. A lot of our storage issues have to do with work flow.

August- LAW

September- CCAS & GWSB

November CPS, GSHED, SEAS, SON

December- EISA SMHS

2. Review of leadership structure for GW It

Jared provided an overview of the structure. See appendix

Greatest challenge is across the management level and this led to structural changes.

We retained people who are now in a slightly different role. The support centers are organized kind of like the pod structure.

3. Faculty technology support

Important to note that there are multiple options to contact support and this is because we want to maintain continuity of support. This may be phased out, but for now there are multiple access points.

Some hours vary in response to needs of various schools—SEAS & LAW have longer support hours (computing labs)

#### 4. Structure of Shared tech support centers

Front facing—these support centers work as liaison to schools but they also work very comprehensively with one another on the back end.

They're working with deans on how best to report back on service metrics. So far, working most closely with Law School.

#### 5. Structure of Academic and Virtual Computing Unit

FWI: this is proceeding on a case-by-case basis. Some rolled out in July; it stopped quickly because of financial mitigation. So we've been handling requests on case-by-case basis. Establishing what the IT shared services budget looks like moving forward, streamlining workflow and forms for FWI.

#### 6. Research technology services contact information

Contact information provided on slide (see appendix)

[Jaredw@gwu.edu](mailto:Jaredw@gwu.edu)

202-994-1135

Jared then invited questions from the committee.

Harald asked for volunteers for the subcommittee to oversee this transition, working with Jared. The committee will be small to be agile in order to help Jared and his team.

Kathleen Thoma asked for more information.

Jason asked a question about "legacy" staff and how they're handling requests from faculty and staff that are outside of their new position.

Jared emphasized that during the first 90 days staff needed to be focused on service continuity. For the most part, we haven't overtaxed too many people. He also noted that the legacy person may be functioning in an intake role, but they are likely transferring it to the new point person. The good news is that we haven't lost that institutional knowledge; we have a lot of key leaders from the schools who are in different roles now but we still have access to their institutional knowledge.

Andrew Smith volunteered for the subcommittee. Harald clarified that the subcommittee will allow faculty to provide opinions and insight to help the structuring of metrics. Jason explained that there is a need to develop metrics to figure out how this new structure is working. After that, it's about reporting back.

Kathleen asked if the committee will identify new faculty needs for technology?

Jason clarified that perhaps but it is tasked more with figuring out how this specific shift has worked, especially measuring administration promises that it will services will be “equal and better.” But it could also identify issues that weren’t being served in either model.

Harald adjourned the meeting at 2pm, noting that the infrastructure report will be bumped to next meeting or to email between now and the next meeting.

THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC

# GW IT Support Update

December 18, 2020

Jared Johnson  
Interim Chief Technology Officer



# Update Agenda

1. Technology Update: Zoom Accounts for Faculty
2. Review Leadership Structure for GW IT
3. Faculty Technology Support
4. Structure of Shared Technology Support Centers
5. Research Technology Services Contact Information
6. Questions

# Zoom Accounts for Faculty

**\*SPH faculty have had Zoom  
accounts through 2U**

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August      LAW

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September    CCAS

GWSB

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November    CPS

GSEHD

SEAS

SON

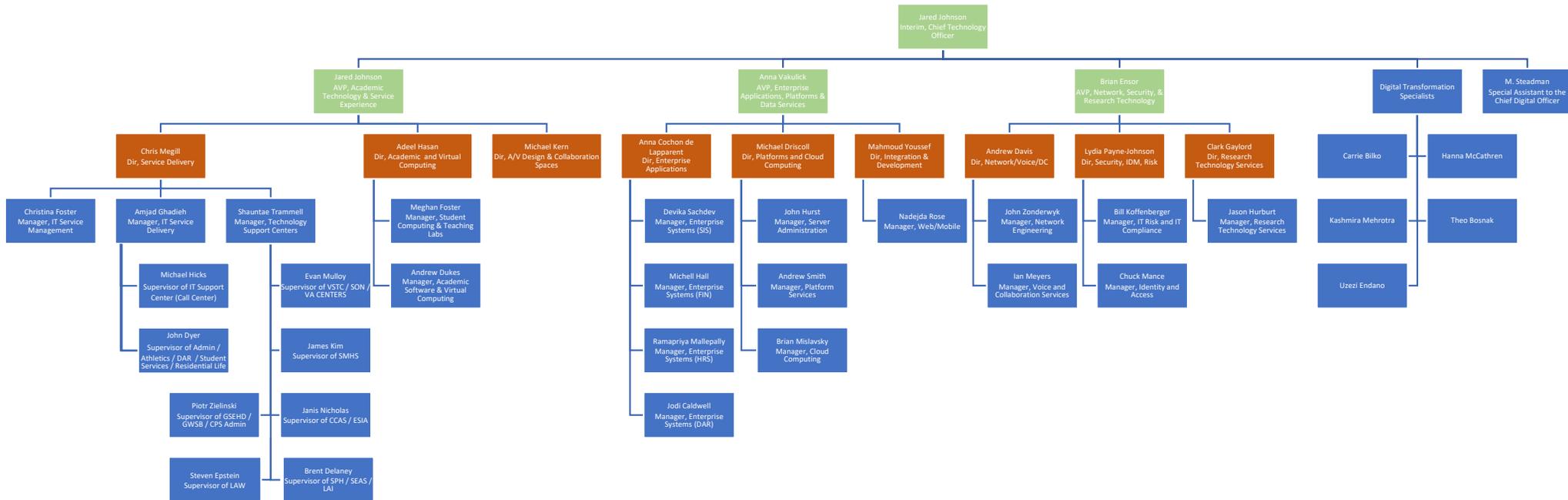
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December    ESIA

SMHS

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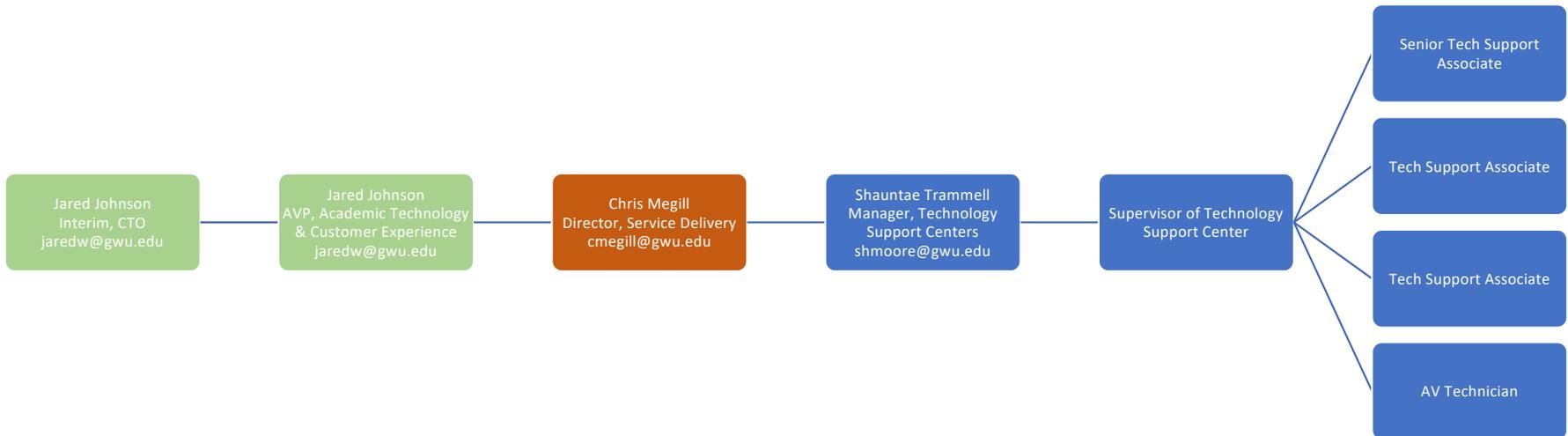
# GW Information Technology Leadership Structure – December 2020



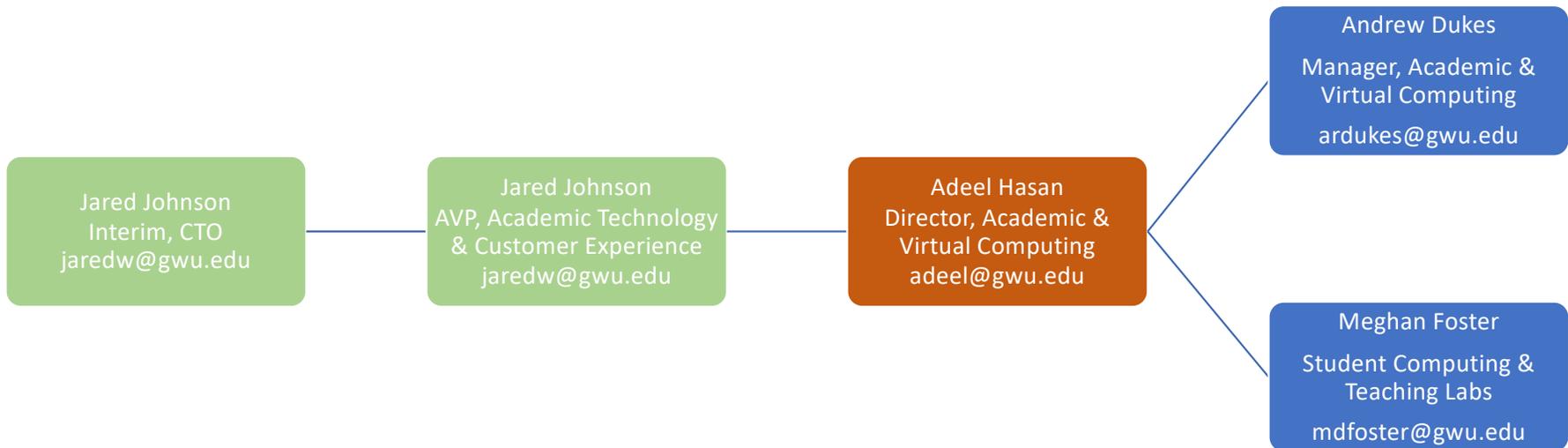
# Faculty Technology Support

Tech Support Centers (Supervisors' Email <i>Netid@gwu.edu</i> )	Phone 202-994-4948 (Main IT)	Email <a href="mailto:ithelp@gwu.edu">ithelp@gwu.edu</a> (Main IT)	Support Hours M – F, 7:00am – 10:00pm
<b>CCAS / ESIA</b> Janis Nicholas (jross16)	202-994-8096 (CCAS) 202-994-4948 (Main IT)	<a href="mailto:ots@gwu.edu">ots@gwu.edu</a> or <a href="mailto:ithelp@gwu.edu">ithelp@gwu.edu</a>	M – Th, 8:30am - 7:30pm F, 8:30am – 4:00pm
<b>CPS / SON</b> Evan Mulloy (emulloy)	202-994-4948 (Main IT)	<a href="mailto:cpsit@gwu.edu">cpsit@gwu.edu</a> or <a href="mailto:son_it_ops@gwu.edu">son_it_ops@gwu.edu</a>	M – F, 8:00am – 5:00pm
<b>GSEHD / GWSB / CPS Admin</b> Piotr Zielinski (zielin)	202-994-4948 (Main IT) 202-994-4972 (GWSB)	<a href="mailto:ithelp@gwu.edu">ithelp@gwu.edu</a> <a href="mailto:oitshelp@gwu.edu">oitshelp@gwu.edu</a>	M – F, 7:00am – 6:00pm
<b>LAW</b> Steven Epstien (sepstein37)	202-994-5772 (LAW) 202-994-4948 (Main IT)	<a href="mailto:lawit@law.gwu.edu">lawit@law.gwu.edu</a>	M – F, 8:00am – 5:00pm
<b>SEAS / SPH / LAI</b> Brent Delaney (brent11)	202-994-0123 (SEAS) 202-994-7900 (LAI) 202-994-4948 (Main IT)	<a href="mailto:support@ticket.seas.gwu.edu">support@ticket.seas.gwu.edu</a> <a href="mailto:gwsphsupport@gwu.edu">gwsphsupport@gwu.edu</a> <a href="mailto:acadtech@gwu.edu">acadtech@gwu.edu</a>	M – F, 8:00am – 10:00pm (SEAS) Sat 10:00am – 6:00pm (SEAS) Sun 10:00am – 10:00pm (SEAS) M – F, 8:00am – 5:00pm
<b>SMHS</b> James Kim (jkim44)	202-994-9400 (SMHS) 202-994-4948 (Main IT)	<a href="mailto:casshelp@gwu.edu">casshelp@gwu.edu</a>	M – F, 8:00am – 5:00pm

# Structure of Technology Support Centers



# Structure of Academic & Virtual Computing Unit



# Research Technology Services

- Clark Gaylord, Director of Research Technology Services
  - [cgaylord@gwu.edu](mailto:cgaylord@gwu.edu)
- General Inquiries:
  - [rtshelp@gwu.edu](mailto:rtshelp@gwu.edu)
- Pegasus High Performance Computing (HPC) Support:
  - [hpchelp@gwu.edu](mailto:hpchelp@gwu.edu)
- Research Intake (in development)
  - <https://it.gwu.edu/research-technology-services-supplemental-information-form>

# Questions / Feedback

Jared Johnson

Interim Chief Technology Officer

Associate Vice President, Academic Technology & Customer Experience

GW Information Technology

Email: [jaredw@gwu.edu](mailto:jaredw@gwu.edu)

Phone: 202-994-1135